Toronto Community Housing

Toronto Community Housing Corporation
931 Yonge Street
Toronto, ON
M4W 2H2

Briefing Note: For Information

To: Governance, Communications and Human Resources Committee ("GCHRC")	
From: Barbara Shulman, Chief People and Culture Officer	
Date: May 7, 2023	
Re: GCHRC Meeting of April 11, 2023 – Equity, Diversity, and Inclusion Strategy – 2022 Annual Report (GCHRC:2023-09D)	

At its April 11, 2023 meeting, the Governance, Communications and Human Resources Committee ("GCHRC") requested that Management provide the GCHRC with the survey data from the Diversity Census and Inclusion Survey that closed on January 31, 2022. This briefing note responds to that request.

From November 2021 to January 2022, TCHC ran a Diversity Survey for all employees to participate in. We had a 50% response rate from employees, who submitted more than 1,000 responses from across the organization.

The survey was completely anonymous and confidential, and was conducted by a third-party vendor. Employees' individual responses will not be, and have not been, shared with anyone at TCHC. No one at TCHC will be able to identify who has or has not completed the survey.

Here's what the survey results told us about TCHC's diverse community:
- 51 percent identify as male, 42 per cent identify as female, and 2 per cent identify under the trans* umbrella (transgender, nonbinary, agender, genderfluid, etc.);
- 22 percent experience a disability, with mental health and chronic illness as the most common;

- 54 percent were born in a country other than Canada;
- 70 percent have dependent care responsibilities, with children and parents as the most common;
- Our staff wishes to be consulted more on organization changes, especially those that impact their day-to-day work;
- 73 percent believe that they experience respect among individuals and groups with various cultural differences; and
- 85 per cent feel their work contributes to the mission of TCHC.

From the survey results, we learned that:
- Equity, Diversity, and Inclusion ("EDI") needs to be a priority from our Executive Leadership Team for it to have an impact on the culture of the workplace;
- Work needs to be done to combine the efforts of EDI and the Centre for Advancing the Interests of Black People (the "Centre");
- We need to be more forthcoming with information on what we're doing for equity, diversity, and inclusion; and
- We need to review our current hiring practices to understand, address, and prevent barriers for marginalized groups.

Beginning in May 2022, an EDI Strategy was approved and implementation began using the information from the Diversity Survey, in combination with consultations with TCHC's Employee Resource Groups, the internal Diversity Steering Committee, the internal Diversity Advisory Group, and through utilizing the Global Diversity, Equity, and Inclusion Benchmarks as best practices.

Information on progress for the EDI Strategy, including survey results and actions that have been taken from this feedback, has been presented to staff. This has been presented in a variety of formats including presentations, via inserts in the Human Resources Weekly Newsletter, and via recorded videos on the results of the survey posted on the inHouse page (internal staff website) for Equity, Diversity, and Inclusion.

The attached presentation (Attachment 1) has not been altered since it was first presented and as such, some of the timelines and information are out of date; however, we wanted to provide a clear indication of how we were presenting the information to staff alongside the EDI Strategy creation.

Interpreting the Data

Charts and Graphs
Unless otherwise stated, the overall dimension score is the average of all items. When referencing the data in chart and graph form, the blue bar, or the one that is most far right, is the "favourable" responses. The grey bar, or the one in the middle, is the "neutral" responses. The orange bar, or the one that is most far left, is the "unfavourable" responses. Some of the questions asked were "yes or no," which means there is no "neutral" responses for them.

Heatmaps
Within the heatmaps, the most important aspect is to understand that the darker the colour or higher the number, whether positive or negative, the more favourable or negative the experience.

The numbers in the far left, grey box are the organization overall. The numbers in the rest of the heatmap are the percent favourable score that is greater (+) or lower (-) than the benchmark's percentage favorable score for that item.

For example, if there is a 69% favourable score in the organization overall and a "-2" in one of the boxes, that means that the area has 2% less favourable score in that area, or a 67% favourable score. If there is a "5" in the box, the area has a 10% more favourable score in that area, or 79% favourable score.

The category is listed with the heatmap and the categories being compared are on the top row of the heatmap.

Qualitative results
The top five themes throughout the comments, based on the total number of comments, were:
1. Transparency and accountability;
2. Valued, respected, and listened to;
3. Representation;
4. Management "preferences"/unequal treatment; and
5. Education and awareness.

Many responses noted there was a need to make Equity, Diversity, and Inclusion a priority from the Executive Leadership Team and our management team to demonstrate the commitment. The comments, responses and examples shared will be used to create and enhance current learning and development opportunities.

Trends and Analysis

As noted Attachment 1, there are some trends and patterns that we have realized through the results of the survey. Some of the most notable include:

- Some departments have a more positive sense of diversity and belonging than others.
- Those who selected "Prefer not to Answer" generally had the most negative experiences.
    - This could be due to not wanting to feel "identified" but still wanting to explain their experiences.
- As the length of service increases, the sense of belonging decreases.
- Those who have the "default" dimensions of diversity (i.e. children or no dependent care, legally married, white, no disability, etc.) have more likelihood of having positive experiences at TCHC.
- There is more work to be done to understand experiences and sense of belonging.

Areas We Have Addressed

It was important for TCHC to use this information to address key areas that our employees noted as priorities in 2022. These were the basis for the EDI Strategy goals alongside the initial actions that took place including, but not limited to:

- Provide our managers and leadership with the resources they need through education and awareness.
    - Toolkits have been created and will be launched in 2023 alongside additional training for managers and people leaders.
    - This is in responses to the survey questions "I believe TCHC manages diversity effectively" and "At TCHC, I receive support for working with diverse groups and working in cross-cultural situations."
- Create an Inclusive, Diversity, Equity & Accessibility (IDEA) vision, mission, and purpose that become mandate for Toronto Community Housing.

- o This was the mandate for the EDI Strategy, and how we have handled communications through all-staff, newsletters, and other mediums for communication information to remain transparent.
- o Through the EDI Strategy, we have been addressing comments stating that EDI was not a priority and there was a lack of communication around EDI initiatives.
- Add IDEA competency performance measures to leaders' performance management.
  - o These are aligned with additional Human Resources actions under the Confronting Ant-Black Racism ("CABR") Strategy and will be cascaded to leaders under the Performance Management Program ("PMP").
  - o By including these metrics, we are aiming to address responses to the survey question "I receive recognition and praise for my good work similar to others who do good work at TCHC" as well as comments around lack of recognition for participating in EDI efforts at the organization.
- Review Human Resources policies with an EDI lens.
  - o Combining the requirements of Human Resources under the CABR Strategy and comments receive from staff around the lack of implementation or fairness for policies at TCHC.
  - o

Conclusions

The data and information that employees have willingly shared with us allowed us to create a fulsome EDI Strategy, addressing their unique and individual needs. The EDI Strategy will allow us to further our commitment to equity, diversity, and inclusion at TCHC.

As noted in our EDI Strategy Annual Report for 2022 (Attachment 2), there has been important progress made because of the information that has been shared with us. Further, through feedback from staff and other internal consultations, a fulsome Human Rights and Socio-Demographic Data Collection Policy (Staff) has been drafted, which will provide TCHC with an ability to assess the effectiveness of its efforts and guide decisions on further actions to be undertaken. This policy will be presented to the GCHRC at an upcoming meeting.

SIGNATURE:

"Barbara Shulman"

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Barbara Shulman
Chief People and Culture Officer

ATTACHMENTS:
1. Workplace Diversity and Inclusion Survey Results PowerPoint Presentation
2. EDI Strategy Annual Report 2022

Staff Contact:
Jamie Kramer, Senior Consultant, Diversity and Inclusion
416-891-5492
Jamie.Kramer@torontohousing.ca

Toronto Community Housing

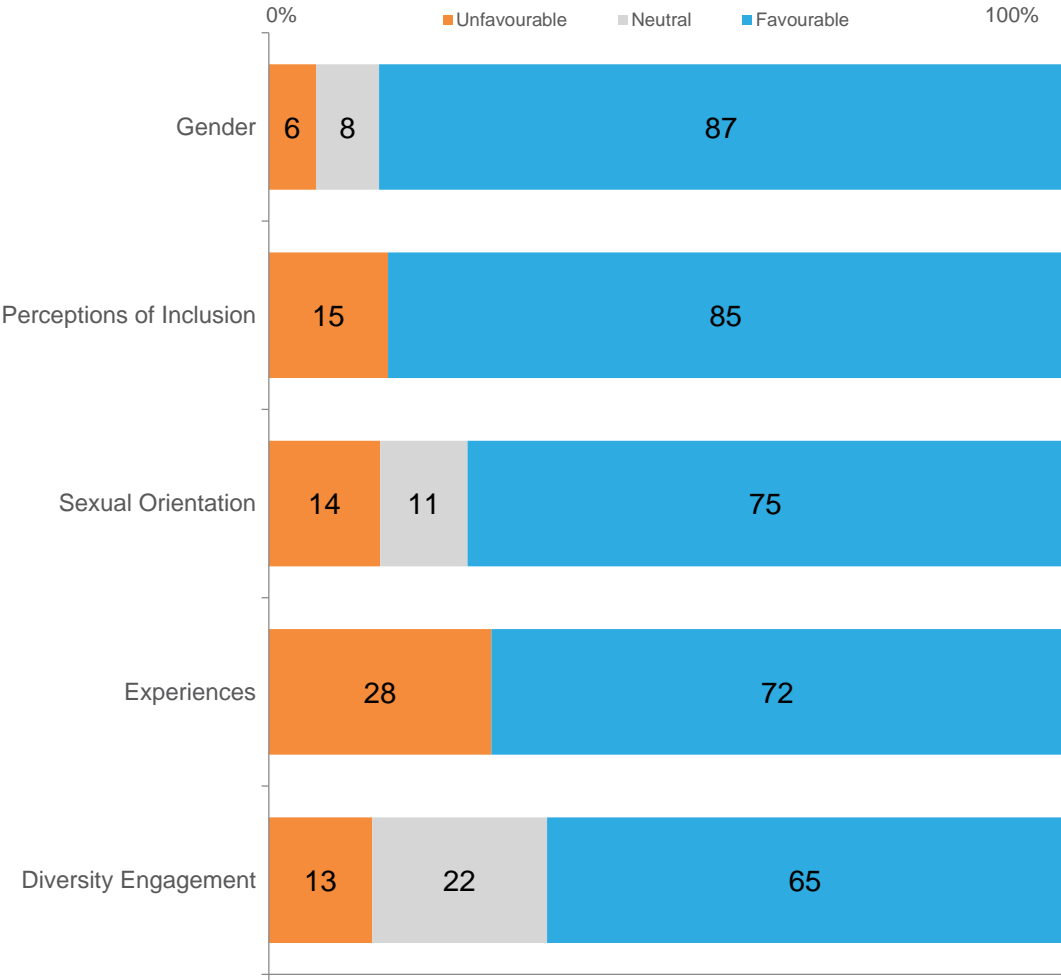# DIVERSITY AND INCLUSION SURVEY

Results Presentation

April 1st, 2022

Agenda

- Summary of the Results

- Quantitative Analysis

- Qualitative Analysis

- Next Steps

Summary – Quantitative

Summary – Qualitative

- 889 comments were used to analyze the anecdotal aspect of themes.

- Focus was put on comments that were examining or could provide commentary on the workplace culture.

- Comments in the "Perception of Inclusion" section will be used to create definitions.

- Care was taken to not quote specific responses, unless it was pertinent to do so, but rather look at a theme across the comments.

Quantitative Analysis

Gender

Gender | 6 | 8 | 87
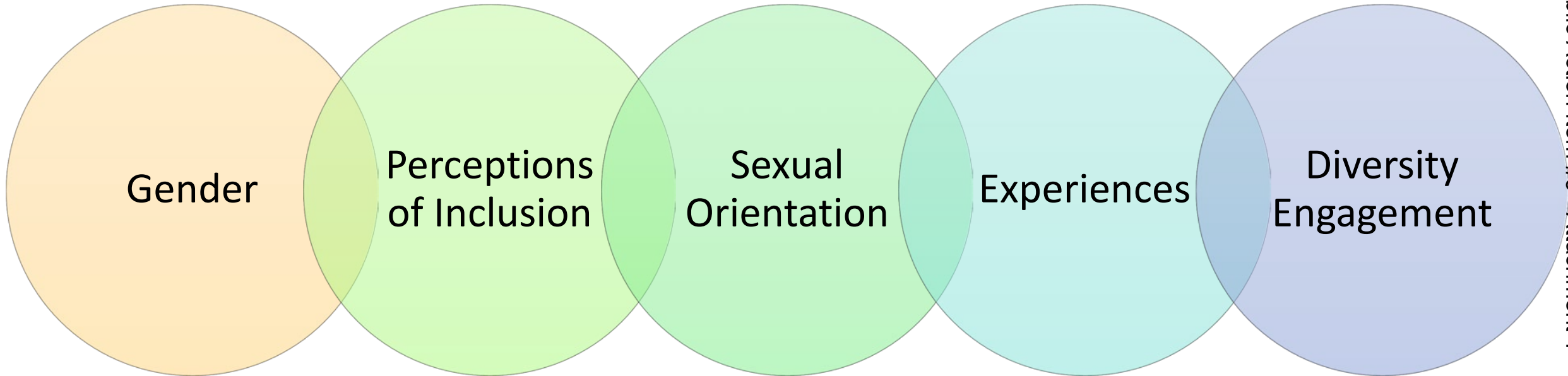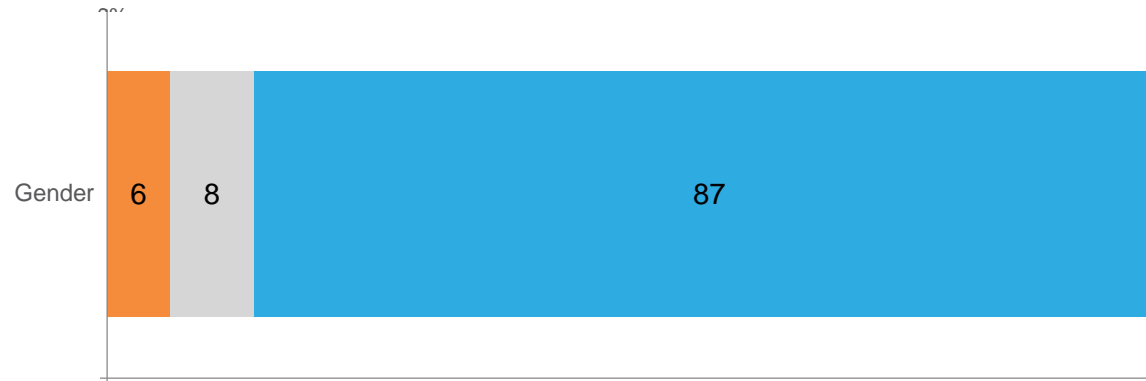
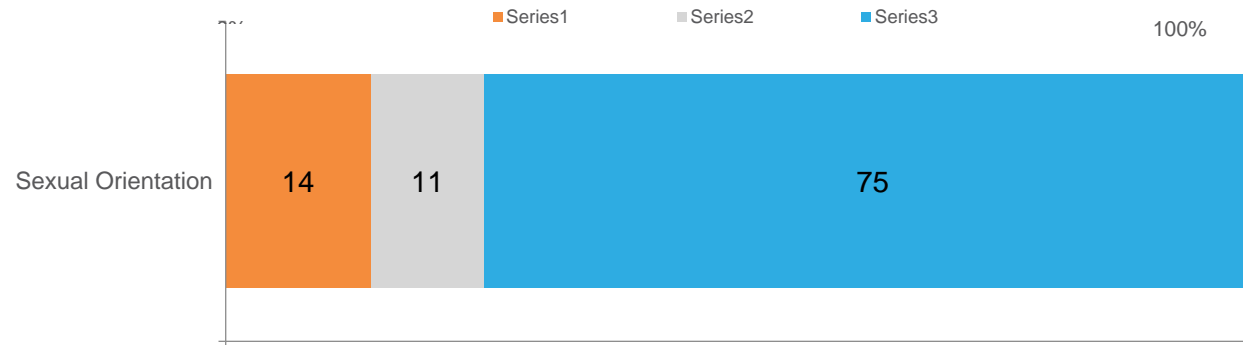- One question tied to staff's feelings toward gender identity and expression.

- 87% of staff felt as though they are able to express their gender at work in a way that feels authentic to them.

- 51% identified as male; 42% identified as female; 2% identified as trans*.

- Gender had the highest rating in the CEO's Office and Housing Equity.

- Gender had the lowest rating in Operations and Strategic Planning and Communications.

Perceptions of Inclusion

	Series1	Series3	
Overall	15	85	100%
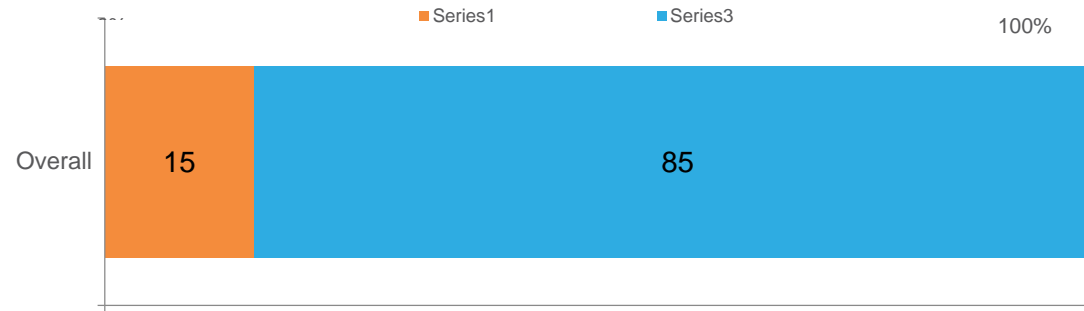
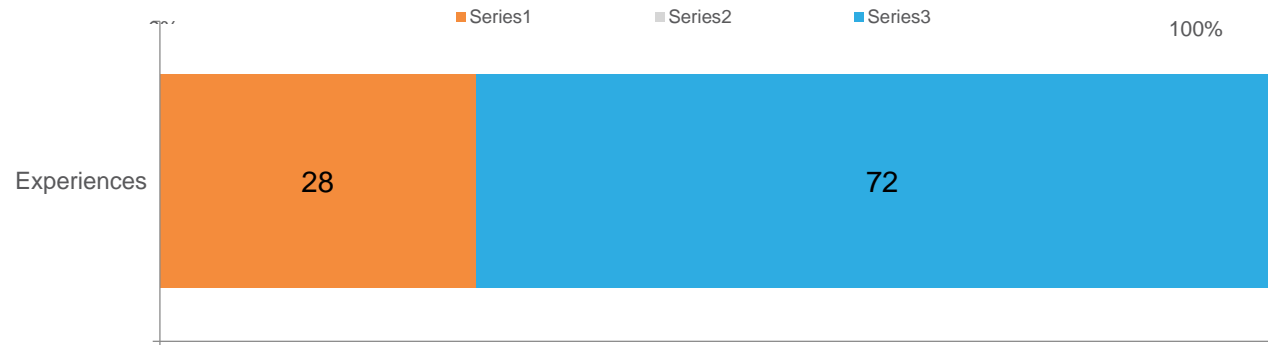- Two questions tied to staff's feelings toward inclusion.

- 88% of staff feel as though they belong at TCHC.

- 81% of staff feel like they belong even when something challenging happens at work.

- Perceptions of inclusion were highest in Legal Services, CEO's Office, and Finance.

- Perceptions of Inclusion were lowest in Development, Housing Equity, and Strategic Planning and Communication.

Sexual Orientation

|	Series1	Series2	Series3
Sexual Orientation	14	11	75

- One question tied to staff's feelings toward sexual orientation.

- 75% of staff feel as though they can be open about their sexual orientation.

- Staff felt most comfortable expressing their sexual orientation in Housing Equity and the CEO's Office.

- Staff felt least comfortable expressing their sexual orientation in Operations, Seniors Housing, and Strategic Planning and Communications.

Experiences

- Four questions tied to staff's feelings toward experiences.

- 72% of staff have had positive experiences at TCHC.

- 38% of staff have experience microaggressions; 47% have observed discrimination.

- Staff have the best experiences in Finance and Human Resources.

- Staff have the worst experiences in the CEO's Office and Strategic Planning and Communication.

Diversity Engagement

	Series1	Series2	Series3	100%
Diversity Engagement	13	22	65	
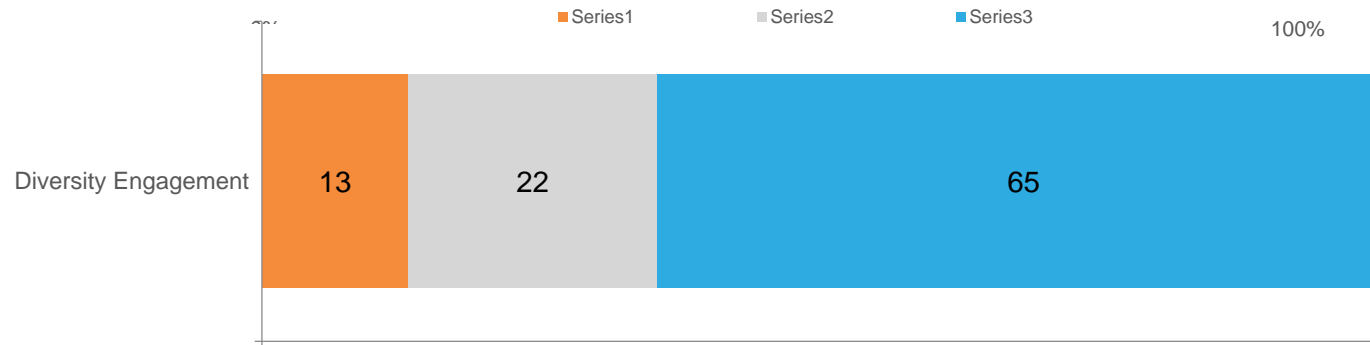
- Twenty-two questions tied to staff's feelings toward diversity engagement.

- 65% of staff feel positively about the diversity work done at TCHC.

- 62% of staff believe that harassment is not tolerated at TCHC.

- Staff have positive feelings in Seniors Housing, Finance, and Human Resources.

- Staff have negative feelings in the CEO's Office, Development, and Strategic Planning and Communication.

Diversity Engagement Questions

| Question	Unfavourable	Neutral	Favourable
Overall	13	22	65
There is someone at work who encourages my development.	12	21	67
I receive recognition and praise for my good work similar to others who do good work at TCHC.	19	22	60
I believe TCHC manages diversity effectively.	17	29	54
At TCHC, I experience respect among individuals and groups with various cultural differences.	8	19	73
If I raised a concern about discrimination, I am confident TCHC would do what is right.	18	30	53
I consider at least one of my co-workers to be a trusted friend.	9	17	75
At TCHC, I receive support for working with diverse groups and working in cross-cultural situations.	8	32	60

Heatmap By Division

	Org. Overall	Chief Executive Officer	Development	Finance	Human Resources	Information Technology Services	Legal Services	Office of the Commission of Housing	Operations	Seniors Housing	Strat. Planning & Commun.
Responses	1161	9	36	55	46	63	39	8	778	103	24
Gender	87%	13	0	6	7	5	3	13	-2	5	-3
Sexual Orientation	75%	14	3	13	11	6	12	25	-3	-1	-6
Experiences	72%	-11	-6	10	10	7	0	-5	-1	5	-21
Perceptions of Inclusion	85%	5	-16	5	4	0	5	-12	0	4	-24
Diversity Engagement	65%	-15	-8	3	2	-7	-2	-2	0	8	-17

Disability Status

Do you experience any of the following disabilities? Select all that apply.

1127 respondents answered this question
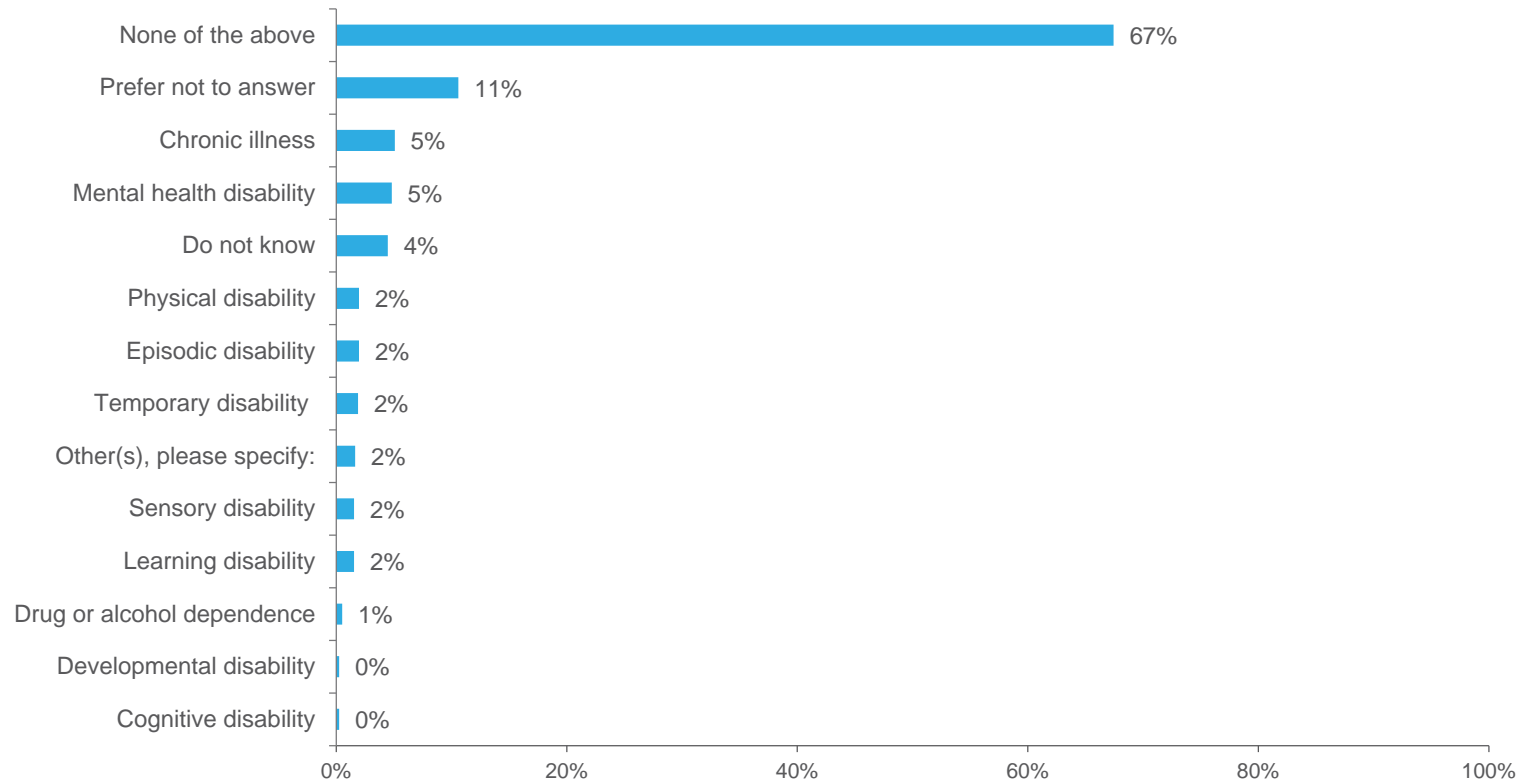
Heatmap By Disability

	Org. Overall	Chronic illness	Episodic disability	Learning disability	Mental health disability	Multiple Selections	Physical disability	Sensory disability	Temporary disability	None of the above	Other(s), please specify:
Responses	1161	35	11	8	27	52	11	8	14	777	13
Gender	87%	-4	-5	13	-1	-4	4	-12	13	3	13
Sexual Orientation	75%	1	-2	0	-5	-5	-12	-38	-11	4	2
Experiences	72%	-10	-22	3	-5	-15	-9	-15	-3	4	-10
Perceptions of Inclusion	85%	-14	-29	1	-13	-13	-3	7	7	4	-7
Diversity Engagement	65%	-23	-9	10	-7	-15	1	-10	2	6	1

Dependent Care Status

Do you provide dependent care for anyone in your family? Dependent care for aging parents, adoption, fostering, step-parenting, guardianship, etc.

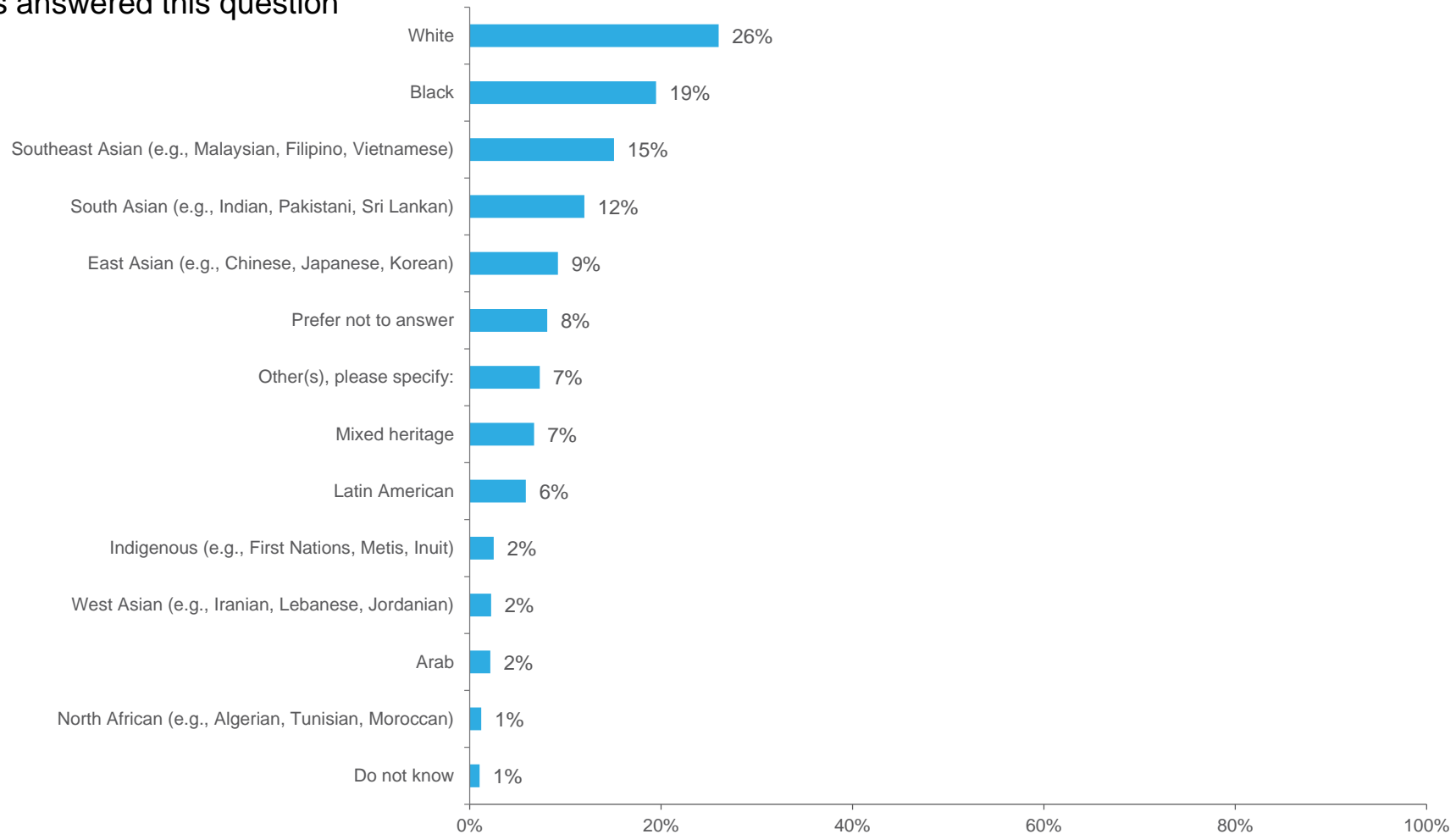1141 respondents answered this question
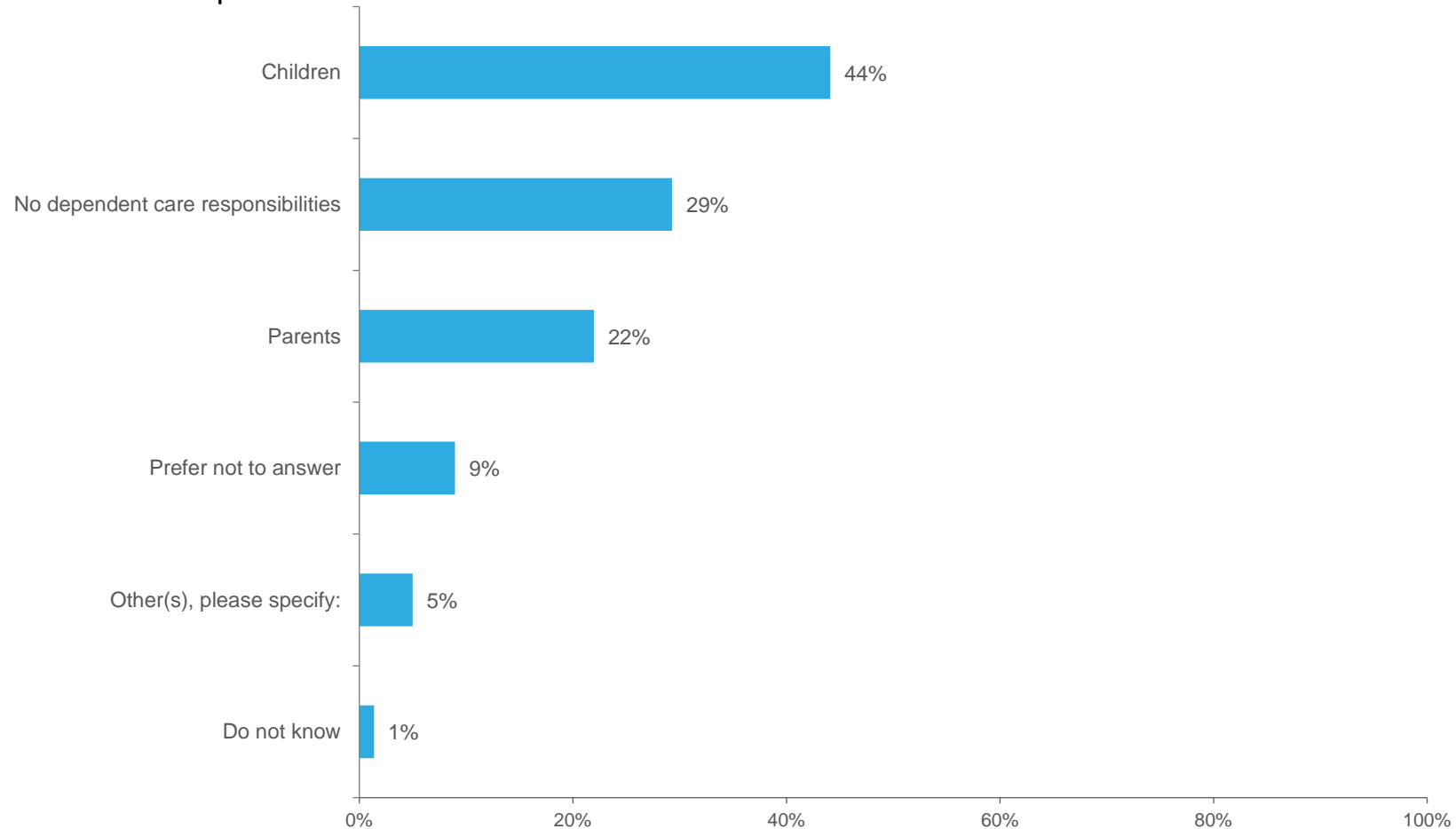
Heatmap By Dependent Care

	Org. Overall	Children	Parents	Multiple Selections	No dependent care responsibilities	Other(s), please specify:	Prefer not to answer
Responses	1161	392	134	131	337	32	102
Gender	87%	2	0	1	2	-5	-11
Sexual Orientation	75%	4	1	0	3	-22	-15
Experiences	72%	4	-6	-7	2	-6	-6
Perceptions of Inclusion	85%	3	-6	-9	1	0	2
Diversity Engagement	65%	4	-6	-1	1	-3	-8

Ethnicity/Racial Groups

Which group(s) do you best identify with? Select all that apply.

1146 respondents answered this question

Group	Percentage
White	26%
Black	19%
Southeast Asian (e.g., Malaysian, Filipino, Vietnamese)	15%
South Asian (e.g., Indian, Pakistani, Sri Lankan)	12%
East Asian (e.g., Chinese, Japanese, Korean)	9%
Prefer not to answer	8%
Other(s), please specify:	7%
Mixed heritage	7%
Latin American	6%
Indigenous (e.g., First Nations, Metis, Inuit)	2%
West Asian (e.g., Iranian, Lebanese, Jordanian)	2%
Arab	2%
North African (e.g., Algerian, Tunisian, Moroccan)	1%
Do not know	1%

Heatmap By Ethnicity/Racial Groups

	Org. Overall	Arab	Black	East Asian	Indigenous	Latin American	Mixed heritage	Multiple Selections	South Asian	Southeast Asian	West Asian	White	Other(s), please specify:	Prefer not to answer
Responses	1161	7	184	80	5	45	31	92	118	151	11	255	67	88
Gender	87%	-1	7	0	-7	-2	-12	-10	6	0	13	4	3	-16
Sexual Orientation	75%	-18	10	3	5	-13	-19	-17	5	-1	7	7	1	-15
Experiences	72%	4	-12	12	-15	1	-11	-8	3	3	16	6	-4	-1
Perceptions of Inclusion	85%	-13	-4	2	-7	-2	-6	-3	-3	12	2	1	-5	-5
Diversity Engagement	65%	5	-8	6	3	-3	-9	-5	1	16	-9	2	-1	-9

Patterns and Trends

- Some departments have a more positive sense of diversity and belonging than others.

- Those who selected "Prefer not to Answer" generally had the most negative experiences.

  - This could be due to not wanting to feel "identified" but still wanting to explain their experiences.

- As the length of service increases, the sense of belonging decreases.

- Those who have the "default" dimensions of diversity (i.e. children or no dependent care, legally married, white, no disability, etc.) have more likelihood of having positive experiences at TCHC.

- There is more work to be done to understand experiences and sense of belonging.

Qualitative Thematic Analysis
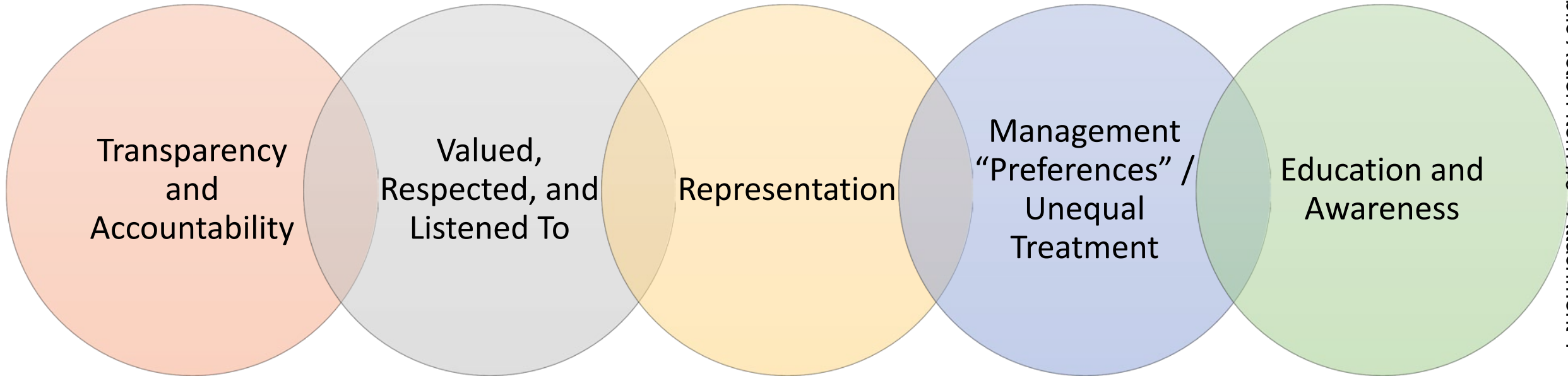
Transparency and Accountability

- Two types of transparency and accountability:
  - Around harassment and discrimination reports, and;
  - Interactions between staff and tenants.

- Staff members not always clear about the policy/procedure for reporting cases of harassment from tenants.

- Responses that indicated there appears to be no consequences when harassment and discrimination has been reported.

- Desire to have more information, communication, and action.

Valued, Respected, and Listened To

- Generally about how people leaders treat their staff members.

- A large number of responses around:
    - Not valuing opinions,
    - Being cut off during meetings,
    - No communication around updates or changes, and;
    - Not asking for input on operational changes.

- Sense of risk associated with speaking up about changes, their identity, and the work done especially for equity-deserving staff.
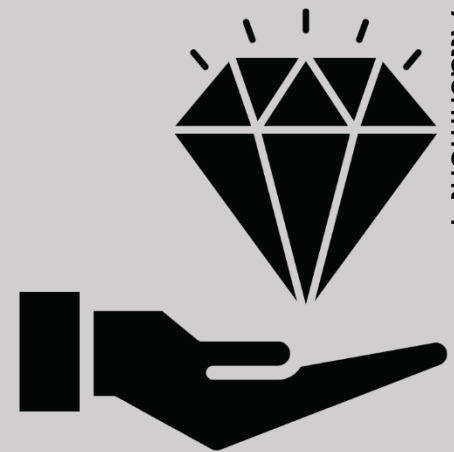
Representation

- Pointed to the lack of representation in our management and leadership team on the basis of many dimensions of diversity.

- Strong proponent of wanting to ensure our hiring practices, especially around promotions and succession planning, are barrier free.

- A need to explain the concept of meritocracy to staff and any hiring programs that may be put in place.

Management "Preferences"/Unequal Treatment

- Responses that their managers "preferred" certain groups of people, especially those who "looked or acted" like the manager.

- Some responses noted that instead of doing what is right, leaders did what was the most convenient.

- Managers exclude people in "lower positions" and do not recognize the work done by team mates if they are equity-deserving.

- Not all managers properly or effectively interpret and implement policies and procedures.

Education and Awareness

- There was a large thread of asking for training on a variety of topics, especially for our management team.

- Many responses noted there was a lack of awareness by our managers on:
  - Appropriate vs inappropriate behaviours with equity-deserving groups;
  - Social and societal pressures from an EDI lens;
  - Food insecurity, poverty, and homelessness, and;
  - Generational financial trauma that our tenants face.

- A need for training that is specific to the divisions and departments.
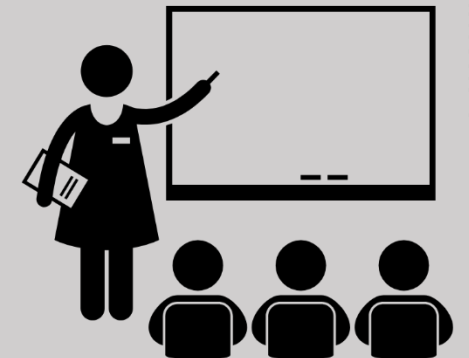
Next Steps

Timeline

- **April 2022**
    - **April 4, 2022**: All-staff announcement of the D&I Survey results
    - **Week of April 11, 2022**: Presentation of the draft EDI Strategy to ELT
    - **End of April 2022**: All feedback compiled and updated in the EDI Strategy

- **May 2022**
    - **May 25, 2022**: Present EDI Strategy to the Governance, Communications, and Human Resources Committee.

- **June 2022**
    - **June 8, 2022**: All-staff announcement of the EDI Strategy.

Initial Action Items

- Refreshing our Workplace Diversity Policy, our Hiring Policy, and our Recruitment Standard Operating Procedure to be more inclusive;

- Working with our people leaders to train them on cross-cultural interactions;

- Continuing to work with our Steering Committee, Advisory Group, the Centre, and our Employee Networks to address needs, and;

- Finalizing our Equity, Diversity, and Inclusion Strategy.

Thank you!

For questions, please contact:
Jamie Kramer, Senior Consultant, Diversity & Inclusion,
diversity@torontohousing.ca

Item 5 - Business Arising from the Public Meeting Minutes and Action Items Update
Public GCHRC Meeting - May 17, 2023
Re: Public Action Item #3 - Equity, Diversity, and Inclusion Strategy – 2022 Annual Report
Attachment 2

Item 5 - Briefing Note re: Public Action Item #3 - Attachment 2

Equity, Diversity, and Inclusion Strategy

2022 Annual Progress Report
Toronto Community Housing

Committed to Equity, Diversity, and Inclusion

Toronto Community Housing

Table of Contents

Introduction

Toronto Community Housing Corporation's Equity, Diversity, and Inclusion Strategy (EDI Strategy) is a corporate wide framework to assist in understanding and addressing the unique and diverse needs of tenants and staff at Toronto Community Housing and to embed equity, diversity and inclusion in the culture and practices of the organization.

This progress report demonstrates the work that has been completed in 2022 related to equity, diversity, and inclusion. The actions listed below are part of "Phase One: Internal Strengthening of Equity, Diversity, and Inclusion" of the EDI Strategy Future progress reports will incorporate additional actions and updates.

In this progress report, we highlight the metrics and measurements through the Maturity Model of the Global Diversity, Equity, and Inclusion Benchmarks. These areas are supported through efforts made across all divisions.

If you require an accessible version of this document, please contact Jamie Kramer, Senior Consultant, Diversity & Inclusion, at diversity@torontohousing.ca.

Highlight of Key Accomplishments

- Toronto Community Housing's first Diversity Census and Inclusion Survey closed on January 31st, 2022.
    - There was a 50% response rate from TCHC employees, who submitted more than 1,000 responses from across TCHC.
    - A video version of the results presentation is included on the inHouse page for Equity, Diversity, and Inclusion for all staff to watch.
    - Survey results were presented to the Governance, Communications, and Human Resources Committee at the end of May 2022 and to the Board of Directors at the end of June 2022 as part of the EDI Strategy presentation.
- Communications around Equity, Diversity, and Inclusion, particularly the results of the survey and the EDI Strategy, have been promoted internally through an inHouse page and a dedicated EDI section within the Human Resources Weekly Newsletter.
- A solidarity statement was developed and sent to all staff in collaboration with the Centre about the importance of the EDI work being done and how it aligns with the Confronting Anti-Black Racism Strategy.
- Toronto Community Housing became a "Proud Partner" with Pride at Work Canada to cross-post our job postings, as well as create an opportunity for more 2SLGBTIAQ+ training.
- A revitalized Framework for Employee Networks, including a guide to assist new Employee Networks to start, was drafted in August 2022.
- Collaborating with the Centre, a fulsome Internal Data Collection Framework will be completed for the second quarter of 2023.

Progress on the EDI Strategy Goals

Goal #1: Identify and address systemic barriers within Toronto Housing.

Action: Provide our managers and leadership with the resources they need.

- Two (2) toolkits have been created to assist managers with incorporating elements of EDI into their daily work:
  - Conducting Inclusive Meetings and;
  - EDI Definitions and Fundamentals.
- These toolkits support the Leadership Development Strategy and the HR actions in the CABR Strategy.
- The **Conducting Inclusive Meetings** toolkit will be launched in the first quarter of 2023 and the **EDI Definitions and Fundamentals** toolkit will be launched in the second quarter of 2023.

Action: Determine development opportunities for our equity-deserving groups.

- Collaborating with our Employee Networks and the Centre, we've started to determine which programs to create to help the development of our equity-deserving groups.
- A mentoring program, which will be piloted by our Black Staff Caucus, is currently in development with the Centre and the Learning & Organizational Development teams.

Action: Update policies with an Equity, Diversity, and Inclusion lens.

- In the process of refreshing the following policies and procedures
  - Workplace Diversity Policy,
  - Hiring Policy, and;
  - Recruitment Standard Operating Procedure.
- These updates reflect best practices and employee experiences through an extensive view of inclusion, diversity, equity, and accessibility in conjunction with the Centre to incorporate a Confronting Anti-Black Racism lens.
- Additional policies (Employment Equity and Human Rights Data Collection) have been drafted on key areas to promote equity, diversity, and inclusion that align with the work being done for Internal Demographic Data Collection.

Action: Create an IDEA vision, mission, and purpose that become mandate for Toronto Community Housing.

- A vision, mission, and purpose for Toronto Community Housing was created through the creation of the EDI Strategy.
  - The creation of this vision, mission and purpose was a direct result of the responses in the Diversity Census and Inclusion Survey that ran from November 2021 to January 2022.
- A Quick Reference Guide for managers is being created and socialized through the **EDI Definitions and Fundamentals** toolkit launching in the second quarter of 2023.

Goal #2: Create programs to meet the needs of our equity-deserving groups.

Action: Support our current Employee Networks to increase awareness around membership opportunities.

- We have been collaborating with the Centre, our Employee Networks, our Managers, and our Communications team to encourage more staff members to participate in Employee Networks, as well as attending events hosted by our Employee Networks.
- The Learning & Organizational Development team supported the PRIDE Network by sponsoring a speaker during Pride Month (June).
- There are discussions with other Employee Networks about how Human Resources, especially our Learning & Organizational Development team, can best support their endeavours in the future.

Action: Assist other affinity groups to create Employee Networks based on their preference.

- A facilitated focus group with the members of the current Employee Networks, Black Staff Caucus, Women Inclusion Network, and PRIDE Network, occurred to discuss:
  - o Best practices for starting an Employee Network at TCHC;
  - o Changes needed for Employee Networks moving forward;
  - o How HR and the Centre can support Employee Networks, and;
  - o Advice for engaging our Executive Leadership Team to participate in Employee Networks.
- Through this discussion, the Employee Network Framework and Guide to Starting an Employee Network have been refreshed and revitalized.
  - o These documents will be presented and socialized to all TCHC staff in the first quarter of 2023.

Goal #3: Engage our diverse communities in a meaningful way.

Action: Communicate to our staff members on progress to hold us accountable on our goals, updates, and timelines.

- Communications around Equity, Diversity, and Inclusion, especially the results of the survey and the EDI Strategy, have been promoted internally through an inHouse page and a section in the Human Resources Weekly Newsletter.
- A variety of ways to communicate has been utilized to best understand what methods create the most awareness and long term understanding.

Action: Create a space on inHouse to communicate with our staff members about our progress and upcoming ways to participate.

- An inHouse page, TCHC's internal network, dedicated to EDI has been created and updated on a monthly basis.
- This page highlights work being done, as well as significant dates, information about the Centre for Advancing the Interests of Black People, additional resources for learning, and information on joining an Employee Network.

Goal #4: Attract and leverage a diverse workforce.

Action: Enhance Inclusion, Diversity, Equity, and Accessibility of public websites and career page.

- An update to the external Diversity and Inclusion page on Toronto Community Housing's website was completed in September 2022.
- The update to the website included adding information on:
    - Information on the Vision, Mission, and Purpose of EDI at TCHC;
    - Traditional Land Acknowledgement;
    - African Ancestral Acknowledgement;
    - Information on the EDI Strategy;
    - Promotion of the Employee Networks and The Centre for Advancing the Interests of Black People at TCHC;
    - Accommodations and Accessibility in the Hiring Process, and;
    - Updated information on the Self-Identification Questionnaire.
- As more work is done for the EDI Strategy, this will be updated and reflected in the external webpage.

Action: Add IDEA competency performance measures to leaders' performance management.

- Our refreshed Performance Management Program encourages managers and employees to work together to plan for development and professional growth and new learning, especially around EDI and CABR topics.
- This program has been directly assisting the Leadership Development Strategy, as well as the toolkits that have been created on EDI topics for people leaders.

Action: Utilize data to understand future hiring opportunities.

- As part of the EDI Strategy, we adjusted the selections, but not the questions, to the Self-Identification questions within TCHC's application form to have better data analysis practices moving forward.
    - These selections now mirror the options included in TCHC's 2022 Diversity Census.
- All the information TCHC collects is confidential and shared in an aggregate way, meaning no information provided to us by internal or external candidates is tied back to the person specifically.
- With the collection of confidential and aggregate data during TCHC's 2022 Diversity Census, we started comparing candidate responses to those of our current employees in October 2022.
    - This information will help us determine programs, policies, and hiring strategies in the future.

Maturity Model Update for 2022

Diversity and inclusion (D&I) maturity models offer a simple yet comprehensive snapshot of how mature an organization is in diversity and inclusion. In using a maturity model, TCHC has been able to measure their progress in the EDI journey as we implement different ideas, initiatives, and update programs.

To guide our measurement, TCHC is using [the Global Diversity, Equity, and Inclusion Benchmarks](). The Benchmarks are designed to guide TCHC as we work to achieve best practices through the fifteen (15) categories. The categories help us implement strategies that work as an integrated system. Each of these fifteen (15) categories incorporate five (5) different levels from Inactive, where no EDI work has been done, to Best Practice, where the organization is demonstrating current global best practices in EDI.

Significant Progress

Foundational Categories

In 2022, TCHC moved from Level 1: Inactive to Level 3: Proactive in Category #1: Vision, Strategy, and Business Impact. The following metrics have been met, some of which are outlined in the actions taken above:

✓ An EDI vision, mission, strategy, and business impact statement has been developed and communicated to all employees.
✓ EDI is defined broadly to include visible, non-visible, inherent, and acquired dimensions.
✓ EDI qualitative and quantitative goals that include input from a variety of internal and external stakeholders are being developed.
✓ Compliance with legislation that protects human rights and ensures safe workplaces is included in the strategy.

In 2023, it is the intention that TCHC progresses to Level 4: Progressive, especially around the metrics related to examining organizational culture and incorporated EDI competencies into leadership evaluation.

Internal Categories

In 2022, TCHC moved to Level 3: Proactive in Category #7: Work-Life Integration, Flexibility, and Benefits. Some highlights of these include the following metrics:

✓ The organizational culture equitable treats those who work flexible schedules.
✓ Religious practices, cultural celebrations, and holidays are accommodated, even when they are not the practices of the dominant culture.
✓ Using flexible work arrangements does not negatively impact employee performance, evaluation, advancement, or benefits.

By using the Hybrid Work Policy and Procedure, which incorporates EDI and CABR language, as well as the expansion of benefits for our Black, Indigenous, and People of Colour groups through Support and Growth, TCHC has been working towards having best practices for this category.

In 2023, there is work to be done around the Attendance Management Program and refreshing policies and practices to ensure there is no favouritism in the workplace.

Bridging Categories

In 2022, TCHC made major progress in Category #9: EDI Communications moving from Level 1: Inactive to Level 3: Proactive. Some of the metrics that we meet in this area, which were outlined in the actions above, include:

- ✓ The organization encourages employees to provide input to the EDI initiatives.
- ✓ The organization enables employees to indicate gender pronouns, if desired, on email signatures and other written communications.
- ✓ Accessible formats are provided when needed.
- ✓ The purposes of EDI initiatives are clearly stated, and communication strategies are adapted for different stakeholders.
- ✓ Information on EDI is sent frequently and systematically through a variety of channels to employees and other stakeholders.

There is opportunity for TCHC to move to Level 4: Progressive in 2023 by incorporating a refreshed version of the external website, updating social media practices, and providing the Strategic Communications division with further training on EDI.

Minor Progress

Foundational Categories

In 2022, TCHC moved from Level 1: Inactive to Level 2: Reactive in both Category #2: Leadership and Accountability and Category #3: EDI Structure and Implementation.

There has been work for leadership to learn more, become comfortable talking to issues related to EDI, and for the unions to become active leaders in EDI efforts. More of this work through education and awareness, especially toolkits and the Diversity Champion Program, will occur in 2023.

Internal Categories

The internal categories that made minor progress include:

1. Category #4: Recruitment;
2. Category #5: Advancement and Retention, and;
3. Category #6: Job Design, Classification, and Compensation.

While there are some elements of best practices in the internal categories, there has not been a specific focus or strategic effort to support the EDI Strategy prior to 2022.

By refreshing the Hiring Policy and Recruitment Standard Operating Procedure, there is room for this to change in 2023 by incorporating culturally competent interviews, working to reduce and mitigate biases in the hiring process, and monitoring diverse candidates at every stage of the process.

Further, through the hiring of the Senior Consultant, Compensation and Special Programs, as well as the Leadership Development Strategy, more work in these categories will be done in 2023.

Bridging Categories

The Bridging Categories that made minor progress in 2022 include:
1. Category #8: Assessment, Measurement, and Research;
2. Category #10: EDI Learning and Development, and;
3. Category #11: Connecting EDI and Sustainability.

While some progress has been made through Categories #8 and #10, more work will be done in 2023 with the launch of the Diversity Champion Program. Further, more piloting projects around EDI training and development will be taking place, which will move TCH from Level 1: Inactive to Level 3: Progressive.

Currently, there has been no work done to connect EDI and Sustainability at TCHC. More work to educate on these topics will be done in 2023.

External Categories

The External Categories that made minor progress in 2022 include:
1. Category #12: Community, Government Relations, Philanthropy;
2. Category #13: Services and Products Development;
3. Category #14: Marketing and Customer Service, and;
4. Category #15: Responsible Sourcing

Some progress has been made in these external categories, especially with the launch of the new Procurement Intake Form that requires staff to add in an equity consideration and statement. There is more work to be done to be intentional in the external focuses TCHC undertakes, especially in our community and working with our tenants.

Priority Actions for 2023

Education and Awareness

Education and awareness for all staff, starting with people leaders, is a priority for 2023. This work will involve targeted learning and development opportunities, as well as providing those who have been heavily involved in EDI efforts at TCHC (through internal committees, Employee Networks, etc.) with specialized opportunities to assist with being champions in the workplace.

It is essential that a course for all staff that complements the information provided in the General Orientation is created and available on the eLearning system.

Diversity Champion Program

In 2023, the intention is to have more focus on what the general staff population needs to know to increase their awareness to EDI issues. To pilot some of these learning and development opportunities, TCHC will be launching a **Diversity Champion Program**.

The Diversity and Inclusion Champion Program is a three-part, evidence informed, diversity and inclusion engagement and education program. It will offer TCHC employees the opportunity to strengthen their diversity and inclusion skills in a welcoming and inclusive environment.

This champion program will help:
- To advance the Equity, Diversity, and Inclusion Strategy;
- To build organization-wide diversity leadership;
- To support the culture model;
- To improve engagement, and;
- To identify additional gaps in knowledge and pain points within divisions.

The program is structured into group learning and individual learning on six (6) topics with personalized learning and development plans. The program will take six (6) months to complete.

The Diversity and Inclusion Champion Program will begin as a pilot in 2023 with an initial cohort of 10-15 employees. In order to maximize their learning and efficiency, it is beneficial to work with training organizations to provide training on topics to staff members.

Some training topics will be created in house as a joint effort between Human Resources (Learning & Organizational Development and EDI) and the Centre for Advancing the Interests of Black People.

Indigenous Awareness

As TCHC continues with their commitment to Truth, Reconciliation, and Justice, it is important to provide education and knowledge to staff members on these topics. Organizations and training companies will be selected based upon being actively part of an Indigenous community.

This training will be provided to people leaders, especially the Executive Leadership Team, first and then given to other staff members depending on which program resonates best. Specialized courses will be given to different divisions to ensure they are best able to incorporate Indigenous learnings into their interactions with internal and external stakeholders.

Incorporating Equity Considerations

With the launch of the equity consideration and statement on the Procurement Intake Forms, it is essential for TCHC to learn from this and incorporate equity into other public facing documents.

In 2023, this will be through two (2) major projects:
1. Equity Statements on all Board Reports, and;
2. Research into Equity Based Budgeting.

Internal Demographic Data Collection Framework

TCHC's Self-Identification Questionnaire for candidates applying to open positions was updated in 2022 based upon the selections for the Diversity Census and Inclusion Survey. This was communicated to staff in September 2022 through "In The Know," the all-staff newsletter for TCHC.

Further work will be completed, in collaboration with the Centre for Advancing the Interests of Black People, to determine an Internal Demographic Data Collection Framework for TCHC. This Framework will build upon the Diversity Census and Inclusion Survey that TCHC ran from November 2021 to January 2022, efforts in recruitment, and best practices through knowledge and learnings of the City of Toronto's Data for Equity Strategy.

The intention is to have an Internal Demographic Data Collection Framework for TCHC by the end of the second quarter in 2023.

Questions and Information

If you have any questions about the contents of the EDI Strategy Update, please contact our Senior Consultant, Diversity and Inclusion, at diversity@torontohousing.ca.